U.S. ENVIRONMENTAL PROTECTION AGENCY, REGION III



OIL PROGRAM UPDATE

June 2001

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About this Newsletter

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Celebrating 25 Years of Oiled Wildlife Rehabilitation

"On Monday, December 27, 1976, during one of the most severe winters of the century, the Liberian Tanker *Olympic Games* ran aground in the Delaware River. In less than two hours it spilled 135,600 gallons of light Arabian crude oil into the river. United States Fish and Wildlife officials and Coast Guard representatives immediately put into action their response plans for containing the spill and dealing with contaminated wildlife... Despite the heartening display of concern and support demonstrated by workers and volunteers, not one of the groups involved was prepared to deal with the crisis" Frink 1977. In response to the *Olympic Games* and other spills that occurred that year, a "Tri-State Committee" was established to study the effects of oil on wildlife and "establish an oil spill response program".

Twenty-five years later Tri-State Bird Rescue and Research, Inc. is still actively responding to wildlife injuries as a result of oil spills. In fact, the organization that was founded in order to respond to oil spills in the Delaware Bay has now grown to become a leader in the field of oiled wildlife response, actively participating in response efforts, contingency planning, and training on a national and international level.

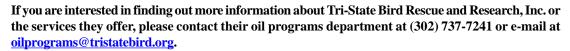
Tri-State Bird Rescue & Research, Inc., headquartered in Newark, DE, is a federally licensed non-profit organization which maintains a trained, dedicated staff available 24 hours a day specifically for oil spill response. As one of the few organizations in North America able to establish and manage a wildlife response facility following a major oil spill, Tri-State promotes a "teamwork" approach to both oil spill training and response. The general focus is on the need for regulatory agencies, responsible parties (RP), state/provincial and federal wildlife professionals, colleagues in wildlife care (veterinarians and rehabilitators), and concerned citizens to work together following oil spills. Both pre-spill training and the inclusion of wildlife in drill scenarios enhance the speed and quality of a wildlife response by clarifying the duties and improving the working relationships of the RP, trustees, and colleagues. It also improves the treatment of affected animals and reduces the wildlife response costs by focusing efforts in a cost-effective manner.



Rehabilitation of oiled wildlife is a complex, crisis-oriented endeavor requiring an experienced staff with documented medical, management, and technical skills. The rehabilitation process also requires government permits, specialized equipment and medical supplies, liability coverage, and an understanding of human safety and environmental hazards. Qualified wildlife responders should have a response management team, including wildlife veterinarians, that possesses response experience, supervisory skills, rehabilitation skills, and OSHA approved safety training. This team then coordinates with the

wildlife trustees and manages the rehabilitation effort incorporating local rehabilitators and volunteers as appropriate.

In addition to response efforts, recent collaborative efforts include working with a multidisciplinary working group, including agencies and other wildlife rehabilitators, to create a draft document of *Best Practices for Migratory Bird Care During Oil Spill Response*. The purpose of this document is to provide natural resource agencies, on-scene coordinators, rehabilitators, and potential responsible parties with recommendations regarding the best practices for deterring birds from oil spills and treating affected birds. Requests for information or comments regarding this document can be addressed to Everett Wilson, United States Fish and Wildlife Service, at everett_Wilson@fws.gov.





Lynne Frink, "Oiled Bird Rescue Government and Volunteer Actions". Delaware Audubon Society. Wilmington, DE. 1977.

Government Initiated Unannounced Exercises

EPA Region III conducted two unannounced exercises in the Philadelphia region the week of May 7, 2001 following the guidelines of the National Preparedness for Response Exercise Program (PREP). The PREP is a unified federal effort which meets the exercise requirements of the Coast Guard, EPA, Research and Special Programs Administration (RSPA) of the Office of Pipeline Safety, and the Mineral Management Service (MMS) of the Department of the Interior for oil pollution response. These exercises were held at facilities which are required to develop and maintain a Facility Response Plan (FRP) under the Oil Pollution Act (OPA). PREP was developed to meet the intent of section 4202(a) of OPA for minimum exercise requirements. Under this program EPA is authorized to "periodically conduct drills of removal capability, without prior notice..." for facilities required to have a response plan.

Thirty-nine facilities in Bucks, Chester, Delaware, Montgomery and Philadelphia counties were sent notification of the upcoming drills. The intent of the letter was to ensure that there have been no operational changes at these facilities which will affect the small discharge scenario; to determine which facilities in the area had participated in an unannounced exercise led by another federal agency; and to increase response readiness among the facilities not visited. Of the responses we received from the facilities, only one had participated in an exercise in the past 36 months and one was no longer storing oil and therefore not FRP regulated. We did receive an update from one facility describing a change in operation following receipt of our letter of intent.

Facility Objectives:

The objective of the drill is to ensure that facilities are prepared to:

- 1. Conduct proper notifications to respond to a Small Discharge as described in the FRP.
- 2. Activate the facility's Spill Management Team (SMT) and Oil Spill Removal Organization (OSRO).
- 3. Demonstrate a timely response which is properly conducted following procedures outlined in the FRP with an adequate amount of equipment for the scenario in accordance with 40 CFR 112.20 Appendix E Section 3.0.

The purpose of the unannounced exercises is to evaluate the facility's response readiness during the initial response. **The facility should respond to the scenario provided as though it were an actual event.** Although, when making notifications the facility must make clear that the incident is an exercise.

When deploying equipment no absorbent materials should be deployed, however, for demonstration purposes we would like it to be brought to the area it would be used. The facilities should be prepared to use all other equipment as in the event of an actual response.

Scope of Exercise:

The drill is limited to a maximum of 4 hours although the EPA representative has the authority to terminate the drill at any time. The facility personnel's familiarity with the FRP, notification procedures, and communication between the facility personnel and other drill participants will be evaluated and recorded. The EPA representative will also record the chronology of events including SMT and OSRO arrival on scene, the equipment deployment time, and the arrival time of recovery equipment in accordance with 40 CFR 112.20 Appendix E Section 3.3

The safety of all participants is the most important consideration during the drill. If at anytime it is considered unsafe to continue with the exercise the EPA representative will end the drill.

Selected Facilities

The facilities that were selected were located in separate operating environments and had contracts with two different OSROs. We were interested to see how these factors affected the response readiness for the facilities within EPA Region III. Meenan Oil Company in Delaware County is an oil storage/home heating oil distribution facility. A discharge from facility property would lead to a sewer system which discharges to a tributary of Cobbs Creek and then into the Delaware River. The scenario involved a release of # 2 fuel oil during a truck loading operation which overwhelmed the containment system and flowed off the property and into the sewer system. A similar scenario was proposed for Exelon Generation (formerly PECO) in Chester County which is an electric generation facility on the bank of the Schulykill River. During a truck unloading operation # 2 fuel oil spilled and flowed over the surface to a surface drain which discharges to the Schulykill River and then into the Delaware River.

Upon arrival of EPA representatives at each location, time was taken to discuss the scenario, objectives and scope of the exercise. The drill began after all questions were answered and the drill requirements were understood. Personnel at both facilities began initial response efforts and notifications simultaneously. OSROs were on-scene within an hour with both containment and recovery equipment. The exercises lasted no more than 2 ½ hours and both facilities met the designated objectives.

Lessons Learned

Following each exercise the facility personnel and EPA representatives conducted a debriefing. Each exercise provided lessons learned and was viewed as an opportunity for continuous improvement of the response system.

- •Notifications: Both facilities made their notifications upon the start of the exercise. During that time some problematic issues were identified with the call lists. Critical local numbers were answered by voice mail or the caller was placed on hold/transferred several times. One recommendation is that the call lists be reorganized so that the first notifications made are those to the critical local responders, the OSROs and potentially affected businesses, then follow with the required state and federal notifications.
- Equipment: One facility had equipment on-scene that they chose to utilize during the exercise, however that equipment was not included in the FRP. If the facility chooses to use this as a backup system then it is required to be listed in the plan and subject to all exercises and inspections as described in the FRP regulation.
- •Communication: One facility had radios with which they remained in constant communication throughout the duration of the exercise. The other facility did not consider communication issues and there were times where the Qualified Individual (QI) was not available for questions or to direct the spill management team activities.

Both facilities approached the EPA representatives during the exercises looking for feedback and direction on how to proceed. It is interesting to note that at the first facility, despite our insistence that we were only observers, the QI felt that EPA interacted too much during the response and he was confused on how to proceed with his actions. At the second facility the representatives were more accustomed to a style of drills where there are prompts along the way to help direct them. Because we were not interacting and providing feedback they did not feel that the drill was proceeding as it should. We made it a point that the facility representatives should respond as though it were an actual event. We were available only to answer questions to clarify the scenario. Prior to the start of future exercises we will try to clarify the role of the EPA representatives to avoid confusion for the facility representatives.

Successful completion of the exercises allow each facility to take credit for meeting exercise requirements of the regulation as described in the PREP guidelines including the equipment deployment and notification exercises. The facilities will not be subject to another government led unannounced exercise for 36 months.

For any additional questions regarding the EPA Region III Unannounced Exercises please call Patricia Fleming at 215-814-2816 or Linda Ziegler at 215-814-3277.

The Three Rivers Pollution Response Council Exercise

The Three Rivers Pollution Response Council (TRPRC), Incorporated (a Pittsburgh District marine pollution mutual-aid organization) along with the U.S. Environmental Protection Agency Region III (Wheeling Field Office) and two U.S. Coast Guard Marine Safety Offices (Pittsburgh and Huntington Districts) sponsored a day long exercise for nearly 200 emergency responders and regulators. The exercise design team developed two exaggerated scenarios to test emergency response preparedness in the event of a chemical barge and tank car accident. Emergency responders exercised their skills and cooperative efforts to ensure proper readiness in the event of catastrophes into the river on and near one of the busiest waterways in the nation as well as the CSX railroads that cover the same area.

The exercise was not completely scripted to ensure that realities of an actual incident would evolve naturally within the Unified Command System. The advance notice to responders merely told them an incident would be occurring on May 16th and that they should show up by 7:30 am complete with their response equipment for further assignments. The first scenario actually began at 4:00 am and replicated a towboat losing steering and grounding its barges, causing them to break away from the towboat. This scenario was played out to simulate one chemical barge being damaged severely enough to leak cargo into the river. This scenario continues until 8:30 am, when a train derailment occurs in the same location. The rail incident causes chemical tankcars to be rolled over with two cars leaking—one a chlorine and the other a hydrochloric acid. With these multiple incidents going on, challenges existed to not only the emergency responders, but also to the regulatory agencies due to the multi-jurisdictions.

These scenarios were played out in "real time" with current weather conditions. The accidents involved both PPG and Bayer products so they were asked by American Commercial Barge Lines, the tow company, and CSX railroad to act on their behalf until they could reach the scene. Since PPG and Bayer belong to the Council they immediately utilized not only their individual HazMat Teams and E-Crews, but requested the TRPRC respond to handle Logistics. By activating this Council, assistance was offered in less than 30 minutes from Conoco/Venco; AEP-Kammer/Mitchell Plant, U.S. Army Corps of Engineers—Hannibal Lock and Dam, and Offices of Emergency Services from Ohio, Marshall, Wetzel and Tyler Counties. The TRPRC is made up of some 65 companies in the Pittsburgh District who provide mutual aid to member companies in times of crisis. In addition to the industrial companies, three contractors (Weavertown, Petroclean and McCutcheon) and suppliers of spill equipment (Action Supply) are involved. Additionally, all regulators are ex-officio members of the Council. The Ohio/Kanawha Spill Response Council (OKSRC) was designed similar to TRPRC and work in the Huntington Coast Guard District. This exercise will allowed both organizations to test their coordination of equipment and resources.

Unique to this exercise was a scale model of PPG and it's Wildlife Habitat Area where the exercise scenario was played out. This model allowed a visual for participants and was kept up-to-date during the incident. In other words, when the barge was against the river bank—a barge was placed in the scale model. When the tank cars derailed, the model placed the miniature cars on their sides. When containment boom was placed in the river, it was depicted on the model. Different emergency vehicles were also added to the model when they arrived on scene. This model kept participants involved in the exercise.

While the exercise was on-going, the afternoon activities also included a trade show which allowed participants to view the different types of emergency response vehicles and boats. A chlorine tank car capping demonstration was hosted by PPG's HazMat Team and a containment boom demonstration was held to teach participants how to deploy and properly anchor pollution response boom.

The day ended with a complete wrap up and debriefing, followed by a critique session to capture all the lessons learned. This is one of the most important activities, since all those lessons previously learned were corrected during this drill. Key facilitator and evaluator forms as well as individual evaluations, will be compiled, studied and shared with participants through an "after action report."

Portions of this newsletter were taken from information found at: http://www.epa.gov/oilspill/index.htm.



http://www.dep.state.wv.us/pio/index.html

http://www.epa.gov

http://www.npms.rspa.dot.gov/

http://www.epa.gov/ceppo

http://www.epa.gov/oilspill/

http://www.dep.state.pa.us

http://www.api.org

Fourth Biennial Freshwater Spill Symposium Call for Papers/ Speakers

About the Symposium

The U.S. Environmental Protection Agency will host the Fourth Biennial Freshwater Spill Symposium (FSS) in Cleveland, Ohio, March 19-20, 2002. The FSS offers an opportunity for local, state, federal, and industry responders; natural resource trustees and managers; and facility response planners to engage in an informative exchange on the unique problems of freshwater oil spills.

Speaker Invitation

The USEPA Oil Program Center invites you to submit a paper/presentation to be considered for the next FSS. To have your paper/presentation reviewed by the FSS Design Team, please submit an abstract of no more than 200 words to:

USEPA Oil Program Center (5203G) FSS 2002 Presentation Abstracts 1200 Pennsylvania Av, NW Washington, DC 20460 oilinfo@epamail.epa.gov

We recommend that you choose a topic from the following list of suggestions. The sessions and tracks will be organized based on these issues, topics, and categorical elements of preparedness, prevention, and response to oil spills in the freshwater environment.

Suggested Presentation Topics

Oil Spill Prevention Measures Planning and Preparedness Natural Resource Restoration Case Studies/Lessons Learned Clean-up Techniques Clean-up Costs Response Issues with Local, State, and **Tribal Agencies** Oil Production Facilities Oil Well Fields Sediments Tanks and Standards Applying Response Technologies Environmental Impacts in Freshwater Areas **International Inland Issues**

Contingency Planning Challenges in

Developing Nations

Prevention and Planning in Unusually Sensitive Areas Biological Control Methods Toxicity Testing Rehabilitation of Oiled Wildlife in Inland Areas Sensitivity Mapping and GIS

Opportunities for Science
Enforcement Trends
Effects of MTBE on Inland Oil Spill
Response
Trends in the Petroleum Industry

Trends in the Petroleum Industry Spill Prevention in the Arctic Wildlife Refuge

Overview of State Approaches to Regulating ASTs Unannounced Drills Corrosion Prevention Response Strategies Non-Petroleum Oils Top Ten Tank Failures

Abstracts

Abstracts should be succinct, yet provide an accurate outline of the ideas to be included in your paper/presentation. The FSS Design Team realizes that the content of papers/presentations may be subject to change between submission of an abstract and the final draft stage of the paper/presentation.

Abstracts should be received in the EPA Oil Program Center by August 15, 2001. All submitters will be notified of the status of their selection by September 14, 2001. Selected presenters will be asked to provide a copy of their paper/presentation to the design team by November 16, 2001. The design team will review the papers/ presentations and provide feedback to presenters by January 15, 2002. Final paper/ presentation submissions are required by February 15, 2002. We recommend that presentations be developed using MS PowerPoint and papers be submitted utilizing MS Word or WordPerfect software. Papers should be 10 to 15 pages in length, doublespaced.

Abstract Contact

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2001

THE ODYSSEY CONTINUES

EPA Region III Chemical Emergency Preparedness and Prevention Conference

EPA International HAZMAT Spills Prevention Conference

December 10-13, 2001 Marriott Waterfront Baltimore's Inner Harbor, MD

Contact: Katrina Harris (410) 676-8545 www.2001conference.org

Overview of National Pipeline Mapping System

As a joint government industry effort between the U.S. Department of Transportation's (U.S. DOT) Office of Pipeline Safety (OPS), other federal and state agencies, and the pipeline industry, the National Pipeline Mapping System (NPMS) is a fullfeatured geographic information system (GIS) database that will contain the locations and selected attributes of natural gas transmission lines, hazardous liquid trunklines, and liquefied natural gas (LNG) facilities operating in onshore and offshore territories of the United States.

The NPMS is being created from voluntary submissions of pipeline and LNG facility data by pipeline operators. The NPMS repositories are responsible for collecting, processing, and building a national seamless pipeline database from the submitted data. This website serves to provide up-to-date NPMS information to federal and state governments, the pipeline industry, and to the public. Main sections of this website can be accessed using the links on the navigation bar at the top; subsections can be accessed using the links on the navigation bar to the left.

The entire mapping system can be found at: http://www.npms.rspa.dot.gov/aboutnpms/overview.html



Of Interest to Oil Production Facilities

The U.S. EPA Region III, with the cooperation of the WV DEP Office of Oil and Gas has begun an industry based Spill Prevention Control and Countermeasures (SPCC) initiative in the state of West Virginia. The purpose of the initiative is: 1) To conduct outreach, education and offer assistance with the SPCC Regulations, and 2) To conduct SPCC Inspections of Oil Production Facilities.

As of mid April, approximately a dozen facilities have been targeted, and visited. Some common deficiencies that are being found:

-No certification of the plan by a registered professional engineer. 40 CFR Section 112.3 (d) states: "No SPCC Plan shall be effective to satisfy the requirements of this part unless it has been reviewed by a Registered Professional Engineer and certified to by such Professional Engineer."

-No discussion of possible equipment failures and resulting quantity of oil which may be discharged. 40 C.F.R. §112.7(b) states "Where experience indicates a reasonable potential for equipment failure (such as tank overflow, rupture, or leakage), the plan should include a prediction of the direction, rate of low, and total quantity of oil which could be discharged from the facility as a result of each major type of failure."

-No discussion or inadequate discussion of each geographical area covered under one plan. "When a production lease consists of several operations, such as wells, oil/water separators, collection systems, tank batteries, each operation does not require a separate plan, however, all operations within a single geographical area must be addressed in the plan."

-No discussion or inadequate discussion relating to facility drainage. 40 C.F.R. § 112.7(e)(5)(ii)(A) states "At tank batteries and central treating stations where an accidental discharge of oil would have a reasonable possibility of reaching navigable waters, the dikes or equivalent required under §112.7(c)(1) should have drains closed and sealed at all times except when rainwater is being drained."

-No flowline maintenance program implemented. 40 C.F.R. § 112.7(e)(5)(iv)(C) states "Production facilities should have a program of flowline maintenance to prevent spills from this source. The program should include periodic examinations, corrosion protection, flowline replacement, and adequate records, as appropriate, for the individual facility."

All Oil Production facilities should be sure they address and/or implement each and every requirement under 40 C.F.R.§ 112.7(5).

Need Oil Program Information?

Have a question on Spill Prevention, Control and Countermeasures (SPCC) 40 CFR 112.1 or Facility Response Plans (FRP) 40 CFR 112.20? EPA Region III has in place a hotline to answer these and other oil related questions. The hotline is staffed by the very people that will inspect your facility and review your spill plans.

The hotline number is (215) 814-3452.

Oil Spill Prevention during Loading/Unloading

According to 40 CFR 112.7(e)(4)(i), "Tank car and tank truck loading/unloading procedures should meet the minimum requirements and regulation established by the Department of Transportation" found in the Code of Federal Regulations, Parts 49 and 33. Some of the requirements for flammable liquids in 49 CFR 177.834 are listed below:

- * Engine is stopped.
- * Hand brake of vehicle is set.
- * Attendance by a qualified person during the entire operation.
- * Proper bonding and grounding of cargo tanks.
- * No open flame in area.

Waterfront facility transfer system requirements are found in 33 CFR 126.15(o) and include:

- * Vocal, visual, or electronic communication between transfer and receiving vessels.
- * Supervision of cargo system operation.
- * Maintenance of cargo connections to prevent leakage.
- * Observance of rate of flow to prevent tank overflow or damage to transfer system.
- * Proper maintenance of transfer system components.

There are other requirements for loading/unloading areas found in 40 CFR 112.7(e)(4) such as containment, drain/outlet inspection, and premature vehicle departure prevention. Other DOT regulations may also apply.

OIL PROGRAM UPDATE -

Underground Tank and Piping Protection

Some SPCC regulated facilities state in their Plans that they feel that soil conditions do not warrant any underground protection without any explanation or confirmation by a certified corrosion engineer or a professional engineer with the appropriate training.

40 CFR §112.7(e)(2)(iv) states that "a new buried installation should be protected from corrosion by coatings, cathodic protection or other effective methods compatible with local soil." 40 CFR §112.7(e)(3)(i) states that "buried piping installations should have a protective wrapping and coating and should be cathodically protected if soil conditions warrant." The Proposed Rules clarify the existing regulation by generally substituting the words "requirements" and "shall" for "guidelines" and "should".

Some commercial associations and applicable documents are listed below to help facilities in their determination:

National Association of Corrosion Engineers (NACE)

International Standards

Phone Number: (713) 492-0535

Internet address: http://www.nace.org

RP-0169-92 - Standard Recommended Practice-Control on External Corrosion on Underground or Submerged Metallic Piping System

RP-0285-95 - Standard Recommended Practice-Control of External Corrosion on Metallic Buried, Partially Buried, or Submerged Liquid Storage Systems

RP-0286-86 - The Electrical Isolation of Cathodically Protected Pipelines

RP-0190-95 - External Protective Coatings for Joints, Fittings, and Valves on Metallic Underground or Submerged Pipelines and Piping Systems

Reports

10A190 - Measurement Techniques Related to Criteria for Cathodic Protection of Underground or Submerged Steel Piping Systems (as defined in NACE Standard RP0169-83)

10A292 - Corrosion Control of Ductile and Gray Cast Iron Pipe

American Petroleum Institute (API)

Publications: (202) 682-8000

RP 1632 - Cathodic Protection of Underground Petroleum Storage Tanks and Piping Systems

<u>American Society for Testing and Materials (ASTM)</u>

Phone Number: (610) 832-9500 Internet address: http;//www.astm.org ASTM Standard G-51-92 - pH of Soil for Use

in Corrosion Testing

ASTM Designation ES40-94 - Emergency Standard Practice for Alternative Procedures for the Assessment of Buried Steel Tanks Prior to the Addition of Cathodic Protection (Currently in Draft)

SPCC/FRP Plan Review Reminder

Management must review and evaluate the Spill Prevention, Control, and Countermeasure (SPCC) Plan at least once every three years from the date such facility becomes subject to the SPCC regulations [40CFR§112.5]. A record of review should be maintained in the beginning of the Plan showing the reviewer's signature, date signed, and list of any changes. The Plan must be amended whenever there is a change in facility design, construction, operation or maintenance which materially affects the facility's potential for the discharge of oil. Amendments should be implemented no later than six (6) months after the change occurs and must be certified by a professional engineer. Examples of changes requiring Plan amendment include tank installations, tank removals, or tanks taken out-of-service permanently or for an extended period of time. Other changes, such as names and phone numbers, can be changed without an engineer's certification. The SPCC Plan and revisions do not have to be submitted unless specifically requested by EPA or required by 40CFR§112.4. [Note: The proposed rules may be finalized in the near future and may change the above mentioned requirements.]

The Facility Response Plan (FRP) must be revised and the revised portions of the FRP resubmitted within 60 days of each change that materially may affect the response to a worst case discharge [See 40 CFR§112.20(d)(1)(i-v)]. Management should review the FRP annually to reflect changes in the facility and maintain a record of review in the FRP showing the reviewer's

signature, date signed, and a list of any changes. Note that the FRP does not require an engineer's certification because all FRP's will be reviewed by EPA every five (5) years.

The West Virginia Department of Environmental Protection

The agency that regulates environmental matters in state government was elevated to a Cabinet-level department Tuesday, May 1, 2001. Governor Bob Wise signed into law a bill that reorganizes the former Division of Environmental Protection. Governor Wise asked the Legislature to pass the bill creating the Department of Environmental Protection to underscore the importance the agency plays, and will play, in economic and industrial development in the state.

DEP Director Michael O. Callaghan now will be known as **Secretary Callaghan** and joins the governor's Cabinet as a full-ranking member.

Director Callahan was very pleased with the change in status to the **Department** of Environmental Protection. This change reflects the importance the governor holds for the agency and for the work it does to protect the environment and advance economic activity for state citizens.

"We believe that protection of the environment and economic activity are related items, not efforts that are antagonistic or mutually exclusive," Callaghan said.

The agency is being reorganized into four primary regulatory divisions that take in all eight Offices of the previous Division, who's office heads will be called division directors, will report directly to DEP Secretary Michael O. Callaghan. The Divisions are as follows: Air Quality, Water Resources, Waste Management, and Mining & Reclamation. These changes are expected to make the Department of Environmental Protection more manageable, give the division heads more authority, and groups them together as environmental protectors rather than as eight entities working separately.

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	Address 2:
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